

**FAKTOR-FAKTOR PENENTU KINERJA KARYAWAN: PERAN
PERILAKU KEWARGANEGARAAN DAN KOMITMEN ORGANISASI**

*DETERMINANTS OF EMPLOYEE PERFORMANCE: THE ROLE OF
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND
ORGANIZATIONAL COMMITMENT*

Syaiful Bakhri¹⁾, Rudi Prasetyo Ardi²⁾, Daryono³⁾

¹⁾ Institut Bakti Nusantara

²⁾ Universitas Bina Nusantara

³⁾ Universitas Jenderal Soedirman

syaifulpoles@gmail.com, ri3322ok@gmail.com, daryono_jvc@yahoo.com

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh Organizational Citizenship Behavior (OCB) dan komitmen organisasi terhadap kinerja karyawan pada CV. NJA Truss Maju Perkasa Lampung Timur. Populasi dalam penelitian ini adalah seluruh karyawan di CV. NJA Truss Maju Perkasa Lampung Timur yang berjumlah 50 orang. Sampel diambil dengan menggunakan teknik sampling jenuh/sensus. Prosedur analisis data yang digunakan untuk analisis statistik antara lain uji t, uji F, koefisien determinasi (R^2), dan uji regresi linier berganda. Hasil penelitian menunjukkan bahwa (1) Organizational Citizenship Behavior (OCB) berpengaruh positif dan signifikan terhadap kinerja pegawai, (2) Organizational Commitment berpengaruh positif dan signifikan terhadap kinerja pegawai (4) Organizational Citizenship Behavior (OCB) dan Organizational Commitment. secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai.

Kata Kunci : Perilaku kewarganegaraan, komitmen organisasi, kinerja karyawan.

ABSTRACT

This study aimed to investigate the effect of Organizational Citizenship Behavior (OCB) and organizational commitment on employee performance at CV. NJA Truss Maju Perkasa East Lampung. The population in this study are all employees at CV. NJA Truss Maju Perkasa East Lampung, totaling 50 people. Samples were taken using saturated/census sampling techniques. The data analysis procedures used for statistical analysis such as t test, F tes, coefficient of determination (R^2), and multiple linear regression test. The finding of this research reveal that (1) organizational citizenship behavior (OCB) has positive and significant effect on employee performance, (2) organizational commitment has positive and significant effect on employee performance (4) organizational citizenship behavior (OCB) and organizational commitment simultaneously have positive and significant effect on employee performance.

Syaiful Bakhri, Rudi Prasetyo Ardi, Daryono

Determinants of Employee Performance: The Role of Organizational Citizenship Behavior (OCB) and Organizational Commitment

Keywords: Organizational Citizenship Behavior (OCB), organizational commitment, employee performance

INTRODUCTION

Human resources have a vital role in an organization so that they must be managed optimally. This is important thing considering that practically the achievement of organizational goals is not only influenced by employees who can work effectively in accordance with their job descriptions but also other positive behaviors. In short, maximum human resource management needs with the positive behavior of its members will have a positive impact on achieving organizational goals.

However, performance is the most valuable benchmark in an organization. According to Rismawati and Mattalata (2018) performance is an essential condition that needs to be understood and verified to specific parties in order to assess how well an organization is achieving its goals. It cannot be denied that employee performance is still part of the problems often faced by management. Employee performance indicates whether or not the objectives of the organization are being met. Therefore, in order to achieve maximum goals, management needs to understand what factors can improve employee performance.

The first indicator that is expected to improve employee performance is positive behavior, whether stated in the job description or other additional behavior (extra-role). Oguz (2010) stated that this additional behavior plays a significant part because it is felt to provide better benefits in supporting the sustainability of the organization. This additional behavior in

organizations is better known as Organizational Citizenship Behavior (OCB) (Fitriastuti, 2013).

Organ (1997) defined OCB as individual behavior that is discretionary and does not directly receive rewards from the formal reward system but contributes to the effectiveness and efficiency of organizational function. OCB has a free and voluntary nature because this behavior is not included in the demands of the job description stated in the contract with an organization, but is a personal choice. Markoczy & Xin (2002) in Fitriastuti (2013) stated that good employees (good citizenship) will have a tendency to carry out OCB behavior, it could even be said that an organization will not achieve its goals optimally without members implementing OCB behavior.

Podsakoff et al. (1998) divided OCB into five dimensions, namely (a) Altruism, meaning the willingness to provide assistance to other parties; (b) Conscientiousness, meaning behavior that meets a level above minimum standards; (c) Sportsmanship, meaning placing more emphasis on positive aspects than negative aspects in an organization; (d) Courtesy, meaning being kind and respectful to other people; (e) Civic virtue, meaning actively participating in thinking about organizational life. According to Titisari (2014) in Rahmawati & Prasetya (2017), there are two aspects affect increasing OCB: external factors like leadership style, trust in leaders, and organizational culture, and internal factors like job satisfaction, organizational

Syaiful Bakhri, Rudi Prasetyo Ardi, Daryono

Determinants of Employee Performance: The Role of Organizational Citizenship Behavior (OCB) and Organizational Commitment

commitment, personality, employee morale, and motivation. Meanwhile, Organ (1997) in Saragih (2019) stated that OCB has three levels of motives, namely: affiliation (the desire to have positive relationships with other people), power (the type of height that arises from people who owe an individual for help) and organizational loyalty.

Some employee OCB behavior in the company can be seen through several things such as complying with workplace rules and policies, being disciplined, helping co-workers, or volunteering to carry out additional tasks well (Lukito, 2020). If we look at some of these examples, we can conclude that OCB behavior can influence employee performance. Employees who have good attitudes and behavior will show good performance too, so that in turn they can have a positive impact both on the employees themselves and on the company. Aldag & Resckhe (1997) described these positive behaviors as "employee added value" which is part of a form of prosocial behavior in the form of positive, constructive and helpful social behavior.

The second indicator that may contribute to the enhancement of employee performance is the high level of commitment carried out by organization's members. High commitment employees are believed to be able to get outstanding result including increased job satisfaction, enthusiasm for their work, improved work performance, and a stronger motivation to remain employed by the company (Pane, 2017). These behaviors will ultimately make it easier for the organization to achieve its goals.

There are so many definitions about commitment. Schermerhorn, Hunt, Osborn,

and Uhl-Bien (2010) in Wibowo (2013) explained that organizational commitment is the level of loyalty felt by individuals towards their organization. According to Darmawan (2013), commitment is the willingness of employees to put in their all to accomplish organizational goals and to keep their membership in the organization. Based on these two perspectives, it can be concluded that commitment is essentially a person's willingness to show loyalty to the organization due to their involvement in the organizational activities.

Three elements of organizational commitment were identified by Allen and Meyer (1990): affective commitment, continuance commitment and normative commitment. Affective commitment is a commitment that arises because of the individual's desire for the organization, continuance commitment is a commitment that arises from an individual to remain because of the elements of the need to be achieved in the organization, and normative commitment is a commitment that arises from a sense of duty to stay inside the organization.

According to Akbar, Musadieg, & Mukzam (2017), the high commitment of employees to the company plays a role in determining how the employee behaves while they are in the company. This arises because high commitment is very dependent on management factors and humans themselves in managing themselves as resources capable of producing valuable entities both for themselves and their organization (Bakhri, 2022). In short, organizational commitment will encourage

employees to maintain their jobs and show the performance they should do optimally.

Several empirical studies show that OCB has an impact on employee performance. Previous research conducted by Suzana (2017), Halim & Dewi (2018) and Qalati et al. (2022) shows that OCB had a positive effect on employee performance. Likewise, empirical research such as that conducted by Sutanto & Ratna (2015), Parinding (2017) and Astuti (2022) related to the impact of organizational commitment on employee performance showed that organizational commitment had positive effect on employee performance.

Although empirically both OCB and organizational commitment had positive effect on increasing employee performance, other research has found the opposite. OCB was found to have no positive impact on employee performance (Lukito, 2020). Other research on the impact of commitment on employee performance also finds the opposite. Bodroastuti & Ruliaji (2016) found that commitment did not have a positive effect on employee performance at PT. Ritra Cargo Indonesia Central Java branch.

The goal of this study is to offer a comprehensive knowledge of how organizational commitment and OCB together affect worker performance in a specific organizational setting. The existence of different research results encourages researchers to conduct further research. The essential of this study lies in its relevance in overcoming the main challenges of optimizing employee performance. By investigating the impact of OCB and organizational commitment on employee performance, this research directly addresses

what important factors influence increased employee performance. These findings also provide actionable insights and can contribute to policy development for top management, so as to create positive behaviors in a conducive work environment and maximize employee potential.

RESEARCH METHODS

A quantitative descriptive approach is used in this study. The study's population consisted of 50 employees of CV. NJA Truss Maju Perkasa East Lampung. The sample was taken by using census sampling techniques. Data collection used questionnaire techniques. The OCB questionnaire consists of 10 statement items developed by Organ (1997) consisting of 5 dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The organizational commitment questionnaire consists of 9 statement items developed by Allen & Meyer (1990) including affective commitment, continuance commitment and normative commitment. The employee performance questionnaire consists of 10 statement items developed by Mangkunegara (2016) consisting of 4 dimensions, namely work quality, work quantity, task implementation and responsibility. The total questionnaire consists of 29 question items. All question items used a 5-point Likert scale consisting of 1 = Strongly disagree until 5 = Strongly agree.

RESULT AND DISCUSSION

The collected data was then analyzed using the SPSS, which assessed the instrument's validity and reliability more thoroughly. The data can be displayed as below:

Table 1. Validity Test

Variable	Statement	R test	R table	Status
Organizational Citizenship Behavior (OCB)	X1	0.559	0,2787	Valid
	X2	0.724	0,2787	Valid
	X3	0.725	0,2787	Valid
	X4	0.724	0,2787	Valid
	X5	0.706	0,2787	Valid
	X6	0.742	0,2787	Valid
	X7	0.646	0,2787	Valid
	X8	0.714	0,2787	Valid
	X9	0.650	0,2787	Valid
	X10	0.674	0,2787	Valid
Organizational Commitment	X11	0.751	0,2787	Valid
	X12	0.906	0,2787	Valid
	X13	0.927	0,2787	Valid
	X14	0.927	0,2787	Valid
	X15	0.897	0,2787	Valid
	X16	0.943	0,2787	Valid
	X17	0.943	0,2787	Valid
	X18	0.948	0,2787	Valid
	X19	0.892	0,2787	Valid
Employee Performance	X20	0.733	0,2787	Valid
	X21	0.858	0,2787	Valid
	X22	0.857	0,2787	Valid
	X23	0.849	0,2787	Valid
	X24	0.873	0,2787	Valid
	X25	0.864	0,2787	Valid
	X26	0.890	0,2787	Valid
	X27	0.938	0,2787	Valid
	X28	0.948	0,2787	Valid
	X29	0.768	0,2787	Valid

Source: Primary data processed

Table 2. Reliability Test

Variable	Cronbach Alpha	R table	Status
Organizational Citizenship Behavior (OCB)	.913	.601	Reliable
Organizational Commitment	.977	.601	Reliable
Employee Performance	.968	.601	Reliable

Source: Primary data processed

From table 1 and 2, the results showed that all statement items in the questionnaire instrument are valid and reliable.

Significance Test (t-test)

We did t-test to find significance effect of OCB and organizational commitment partially on employee performance. The findings are presented in the following table:

Table 3. Significance Test Results (t-test)

	Model	t	Sig.
1	(Constant)	2.174	.035
	Organizational Citizenship Behavior	2.359	.023
	Organizational Commitment	3.633	.001

Source: Primary data processed

According to table 3, we found that: the value of $t_{\text{calculated}}$ for the OCB variable (X1) is 2.359, while the value of t_{table} obtained is 2.012 and the significance is 0.023, so $t_{\text{calculated}} > t_{\text{table}}$ and the significance is < 0.05 , so H_a is accepted, meaning that OCB (X1) has a partial effect on employee performance (Y).

The value of $t_{\text{calculated}}$ for the organizational commitment variable (X2) is 3,633, while the value of t_{table} obtained is 2,012 and the significance is 0.001, then $t_{\text{calculated}} > t_{\text{table}}$ and the significance is < 0.05 , so it means that employee performance (Y) partially influenced by organizational commitment (X2).

Simultaneous test (F test)

Table 4. F test

1	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	549.098	2	274.549	19.142	.000 ^b
	Residual	674.122	47	14.343		
	Total	1223.220	49			

^a Dependent Variable: Employee Performance
 Predictors: (Constant), OCB, Organizational Commitment

From table 4, we know that the table illustrated the value of $F_{\text{calculated}}$ is 19.142, but the value F_{table} is 3.191. The significant level of $0.000 < 0.05$ indicates that OCB (X1) and Organizational Commitment (X2) have an impact on employee performance (Y).

Determination Coefficient Test (R^2)

To determine how employee performance is impacted by organizational commitment and organizational citizenship behavior (OCB), we used determination coefficient test (R^2) and the results are below:

Table 5. Coefficient Determination

Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	.449	.425	3.787

^a Predictors: (Constant), OCB, Organizational Commitment

Considering the determination coefficient results above, the R^2 result is 0.449, meaning that there is an influence of Organizational Citizenship Behavior (OCB) and organizational commitment on employee performance of 44.9%, while 55.1% is affected by other factors not mentioned in this study.

Multiple Linear Regression Test

A multiple linear regression analysis was conducted to examine the relationship between Organisational Commitment, Organisational Citizenship Behaviour (OCB), and Employee Performance. The findings of this analysis are presented below:

Table 6. Multiple Linear Regression Test

Model	Unstandardized coefficients		Standardized coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	11.735	5.398		2.174	.035
OCB	.385	.163	.300	2.359	.023
Organizational Commitment	.404	.111	.462	3.633	.001

Dependent Variable: Employee Performance

According to table 6, we can interpretate that employee performance will increase by 11.735 if the organizational commitment and OCB values are 0. The regression coefficient value for the OCB variable is positive at 0.385, implying that every one unit increase in OCB increases employee performance by 0.385 units, providing the independent variable remains constant. Assuming the independent variable has a fixed value, the regression coefficient value on the organizational commitment variable (X2) is positive at 0.404. This indicates that for every unit increase in organizational commitment, employee performance will rise by 0.404 units.

The Effect of OCB on employee performance

The findings of statistical studies indicate that there is a positive correlation between organizational citizenship behavior (OCB) and employee performance. The significance value for the influence of Organizational

Citizenship Behavior (OCB) (X1) on employee performance (Y) is $0.023 < 0.05$ and the value of $t_{\text{calculated}}$ is greater than t_{table} ($2.359 > 2.012$), thus, it can be concluded that Organizational Citizenship Behavior (OCB) (X1) positively affect on employee performance (Y). The findings of this study are consistent with earlier studies by Anwar (2021) and Lestari & Ghabie (2018) which stated that Organizational Citizenship Behavior (OCB) positively influences employee performance. Employees who have a higher OCB attitude, the performance produced by the employee will increase.

The Effect of Organizational commitment on employee performance

The outcomes of analyses using statistical tests shows that the majority of respondents gave a positive response to the statement made by the author regarding organizational commitment. The significance value for the influence of organizational commitment (X2) on employee performance

(Y) is $0.001 < 0.05$ and the value of $t_{\text{calculated}}$ is greater than t_{table} ($3.633 > 2.012$), thus, it can be stated that organizational commitment (X2) has positive effect on employee performance (Y). This indicates that the organizational commitment running at PT NJA Truss Lampung Timur is considered to be running well by the respondents. The findings of this study are consistent with prior investigations carried out by Tobing (2019) which stated that organizational commitment has significant effect on increasing employee performance partially. In otherwise, the greater level of organizational commitment made by employees, the better level of the employee's performance.

The Effect of OCB and organizational commitment on employee performance

The findings of statistical studies indicate also show that there is a positive influence arising from Organizational Citizenship Behavior (OCB) and organizational commitment together on employee performance. The significance value for the influence of Organizational Citizenship Behavior (OCB) (X1) and organizational commitment (X2) simultaneously on employee performance is $0.000 < 0.05$ and the value of $F_{\text{calculated}}$ is $19.142 > F_{\text{table}} 3.191$, thus, it can be stated that Organizational Citizenship Behavior (OCB) (X1) and organizational commitment (X2) have positive effect on employee performance (Y) simultaneously. Consistent with prior investigations carried out by Fitriastuti (2013), Ticoalu (2013), and Agustin, Wardhani, & Kusumawardani (2023), the findings of this study demonstrate that employees who possess organizational citizenship behavior (OCB) and

organizational commitment are capable of enhancing their own performance, which benefits both the employees and the organization.

CONCLUSION

This research was carried out based on empirical findings regarding the influence of organizational citizenship behavior and organizational commitment on employee performance. Several studies have found that OCB and organizational commitment have a positive impact on employee performance, but other studies have stated that OCB and organizational commitment do not have a positive effect on employee performance. Obviously, this is very interesting for further study.

The findings from this research indicate that improving employee performance can be done by fostering the application of organizational citizenship behavior in order to improve and enhance employee performance. Elements in organizational citizenship behavior, such as active participation and involvement in the execution of organizational activities, being happy to help colleagues or having a positive attitude towards the organization, are important parts that will make employees comfortable at work so that indirectly employee performance will improve.

Improving employee performance can also be done by developing organizational commitment among its members. Without exception, organizational commitment should come from every member, from the top management to employees. If this objective can be achieved, then it will significantly influence the enhancement of employee performance.

Syaiful Bakhri, Rudi Prasetyo Ardi, Daryono

Determinants of Employee Performance: The Role of Organizational Citizenship Behavior (OCB) and Organizational Commitment

REFERENCES

- Agustin, T., Wardhani, R. K., & Kusumawardani, M. R. (2023). Pengaruh Organizational Citizenship Behavior (OCB) dan *Komitmen* Organisasi Terhadap Kinerja Karyawan Perumda Pasar Joyoboyo Kota Kediri. *Musyteri: Neraca Manajemen, Akuntansi, dan Ekonomi*, 1(3), 70-80.
- Akbar, A., Musadieg, M. A., & Mukzam, M. (2017). *Pengaruh komitmen organisasional terhadap kinerja (Studi pada karyawan PT Pelindo Surabaya)*. Brawijaya University.
- Aldag, R., & Reschke, W. (1997). Employee value added: Measuring discretionary effort and its value to the organization. *Center for Organization Effectiveness*, 608, 833-3332.
- Allen, N. J., and J. P. Meyer. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization. *Journal of Occupational Psychology* 63:1-18.
- Anwar, A. (2021). Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan. *Juripol (Jurnal Institusi Politeknik Ganesha Medan)*, 4(1), 35-46.
- Astuti, D. (2022). Pengaruh Komitmen Organisasi dan Budaya Organisasi terhadap Kinerja Pegawai. *Jurnal Akuntansi dan Manajemen Bisnis*, 2(2), 55-68.
- Bakhri, S., Harjadisastra, D., & Khiswari, M.Z. (2022). Upaya Meningkatkan Komitmen Organisasi melalui Peran Kepemimpinan Transformasional dan Budaya Organisasi: Sebuah Kajian Pustaka. *Eqien-Jurnal Ekonomi dan Bisnis*, 11(03), 1261-1271.
- Bodroastuti, T., & Rulijaji, A. (2016). Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Organizational Citizenship Behaviour (OCB) serta Dampaknya terhadap Kinerja Karyawan. *Jurnal Dinamika Ekonomi & Bisnis*, 13(1).
- Darmawan, D. (2013). *Prinsip-prinsip perilaku organisasi*. Surabaya: Pena Semesta.
- Fitriastuti, T. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja Karyawan. *JDM (Jurnal Dinamika Manajemen)*, 4(2).
- Halim, A. N., & Dewi, M. B. (2018). Analisa pengaruh organizational citizenship behavior terhadap kinerja karyawan hotel bintang 3 di Surabaya. *Jurnal Hospitality dan Manajemen Jasa*, 6(2).
- Karina, V., Gadzali, S. S., & Budiarti, I. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Hade Dinamis Sejahtera. *The World of Business Administration Journal*, 2 (1), (1-14).
- Lestari, E. R., & Ghaby, N. K. F. (2018). Pengaruh organizational citizenship behavior (OCB) terhadap kepuasan kerja dan kinerja karyawan. *Industria: Jurnal Teknologi dan Manajemen Agroindustri*, 7(2), 116-123.
- Lukito, R. (2020). Pengaruh Organizational Citizenship Behavior Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Produksi PVC di UD. Untung Jaya Sidoarjo. *Agora*, 8(2).
- Mangkunegara, A.A.A.P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.

Syaiful Bakhri, Rudi Prasetyo Ardi, Daryono

Determinants of Employee Performance: The Role of Organizational Citizenship Behavior (OCB) and Organizational Commitment

- Oğuz, E. (2010). The relationship between the leadership styles of the school administrators and the organizational citizenship behaviours of teachers. *Procedia-Social and Behavioral Sciences*, 9, 1188-1193.
- Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior. In B. M. Staw & L. L. Cummings (Eds.). *Research In Organizational Behavior*, Greenwich. CT. JAI. 12: 43-72.
- Pane, S. G., & Fatmawati, F. (2017). Pengaruh Komitmen Organisasi terhadap Kinerja Pegawai Pada Badan Pertanahan Nasional Kota Medan. *JRMB (Jurnal Riset Manajemen & Bisnis)*, 2(3).
- Parinding, R. G. (2017). Analisis pengaruh komitmen afektif, komitmen berkelanjutan, dan komitmen normatif terhadap kinerja karyawan pada PT. Pegadaian (persero) cabang Ketapang. *MAGISTRA: Journal of Management*, 1(2), 88-107.
- Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., & Bachrach, D. G. (1998). Some Positible antecedents of in role and extra role salesperson Performance. *Journal of Marketing*. 62: 87-98.
- Putrana, Y., Fathoni, A., & Warso, M. M. (2016). Pengaruh kepuasan kerja dan komitmen organisasi terhadap organizational citizenship behavior dalam meningkatkan kinerja karyawan pada PT. Gelora Persada Mediatama Semarang. *Journal Of Management*, 2(2).
- Rahmawati, T., & Prasetya, A. (2017). Analisis Faktor-faktor yang Mempengaruhi Organizational Citizenship Behavior (OCB) Pada Karyawan Tetap dan Karyawan Kontrak (Studi Pada Karyawan Pizza Hut Kota Malang) (Doctoral dissertation, Brawijaya University), 48(1), (1-10).
- Rismawati & Mattalata (2018). Evaluasi Kinerja: Penilaian Kinerja Atas Dasar Prestasi Kerja Berorientasi Kedepan (Vol. 1). Celebes Media Perkasa.
- Saragih, I. N. (2019). Pengaruh Organizational Citizenship Behavior (OCB) dan Komitmen Organisasi terhadap Kinerja Karyawan pada PT. Simex Pharmaceutical Medan (Doctoral dissertation). Universitas Muhammadiyah Sumatera Utara.
- Sutanto, E. M., & Ratna, A. (2015). Pengaruh komitmen organisasional terhadap kinerja karyawan berdasarkan karakteristik individual. *BISMA: Jurnal Bisnis dan Manajemen*, 9(1), 56-70.
- Suzana, A. (2017). Pengaruh Organizational Citizenship Behavior (OCB) terhadap kinerja karyawan (studi di: PT. Taspen (Persero) kantor cabang Cirebon). *LOGIKA Jurnal Ilmiah Lemlit Unswagati Cirebon*, 19(1), 42-50.
- Ticoalu, L. K. (2013). Organizational citizenship behavior (OCB) dan komitmen organisasi pengaruhnya terhadap kinerja karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4).
- Tobing, D. S. K. (2009). Pengaruh komitmen organisasional dan kepuasan kerja terhadap kinerja karyawan PT. Perkebunan Nusantara III di Sumatera Utara. *Jurnal manajemen dan kewirausahaan*, 11(1), 31-37.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022).

Syaiful Bakhri, Rudi Prasetyo Ardi, Daryono

Determinants of Employee Performance: The Role of Organizational Citizenship Behavior (OCB) and Organizational Commitment

Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11).

Wibowo. (2013). *Perilaku dalam Organisasi*. Jakarta: RajaGrafindo Persada.